



DOCTRINE FOR CIVIL AFFAIRS IN THE FUTURE

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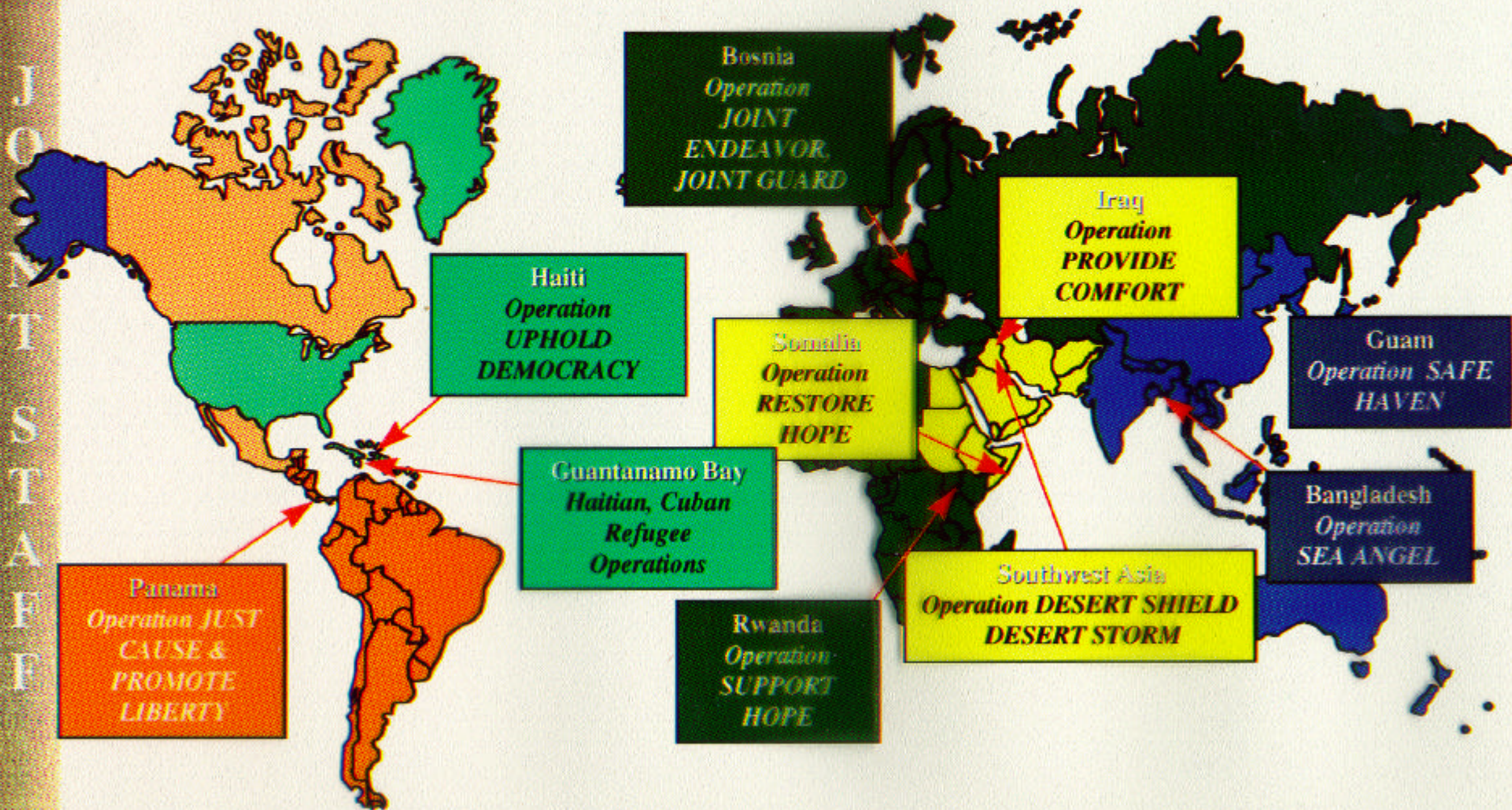


Civil Affairs in Operations

1989-Present



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Lessons Learned

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- **JOINT OPERATIONS**
- **A POLITICAL ENVIRONMENT**
- **BROAD MISSION SPECTRUM: HUMANITARIAN RELIEF, DISASTER RESPONSE, REFUGEES**
- **NEW AND EMERGING MISSION: CONSEQUENCE MANAGEMENT**
- **INTERAGENCY COORDINATION CRITICAL**



Interagency Cooperation

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More Lessons Learned

- **CMOCs NEEDED BUT NOT WELL UNDERSTOOD**
- **COMMAND & CONTROL OF CIVIL AFFAIRS FORCES CONTENTIOUS**
- **SOMETIMES UNILATERAL - COMMONLY MULTINATIONAL**



Multinational/Combined Operations

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What about CA Doctrine?

Did Joint Ca Doctrine Keep up With Lessons Learned?

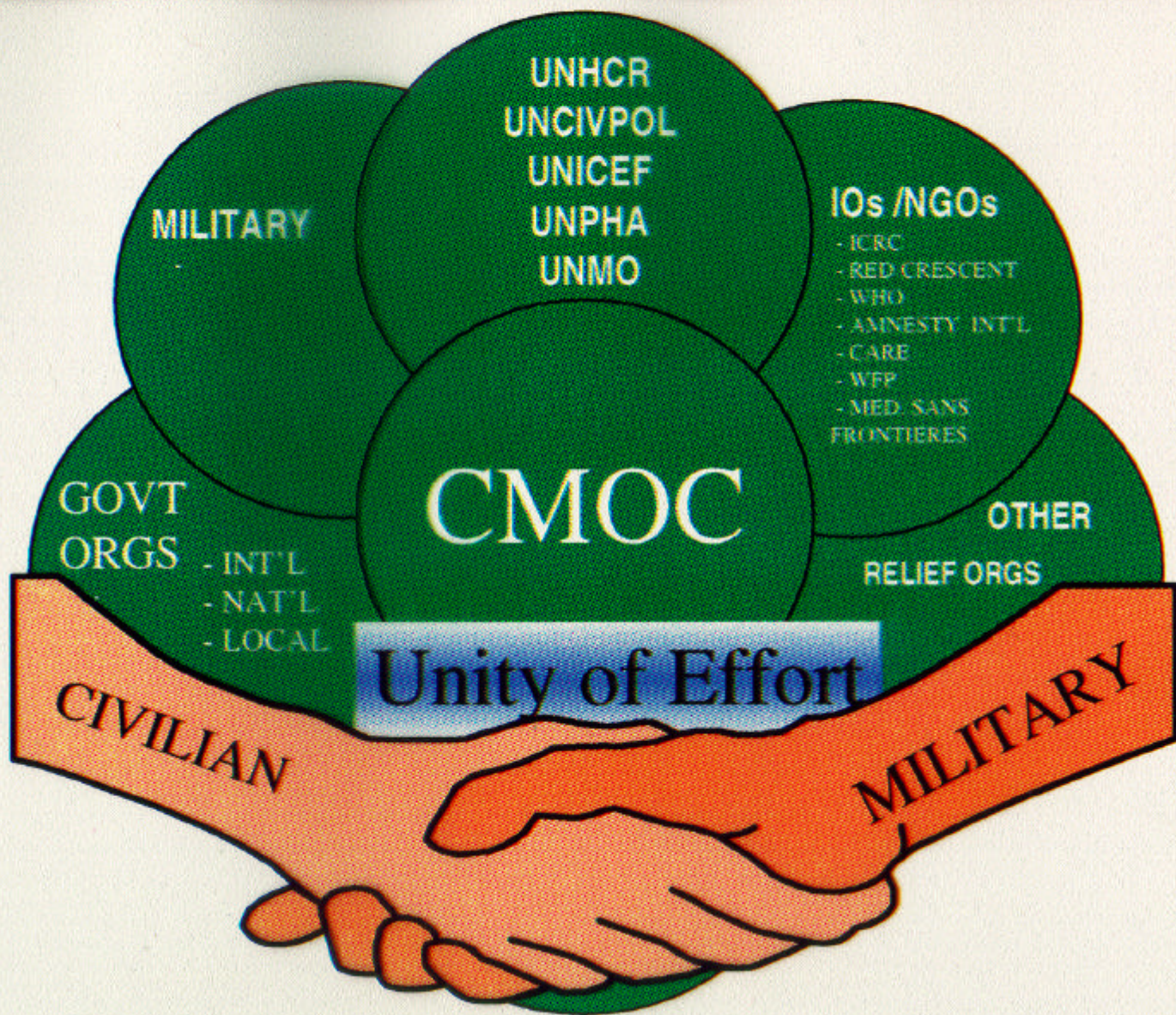
**JP 3-57 (CIVIL AFFAIRS) Evaluated by JCS Exercises,
Germany/El Salvador FY'98**

- **CIVIL AFFAIRS FOCUS IS TOO LIMITED, MUST be
on CIVIL MILITARY OPERATIONS - THE BROAD
MISSION SPECTRUM**
- **CMOC guidance is insufficient**



CMOC

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Joint Warfighting Center Assessment

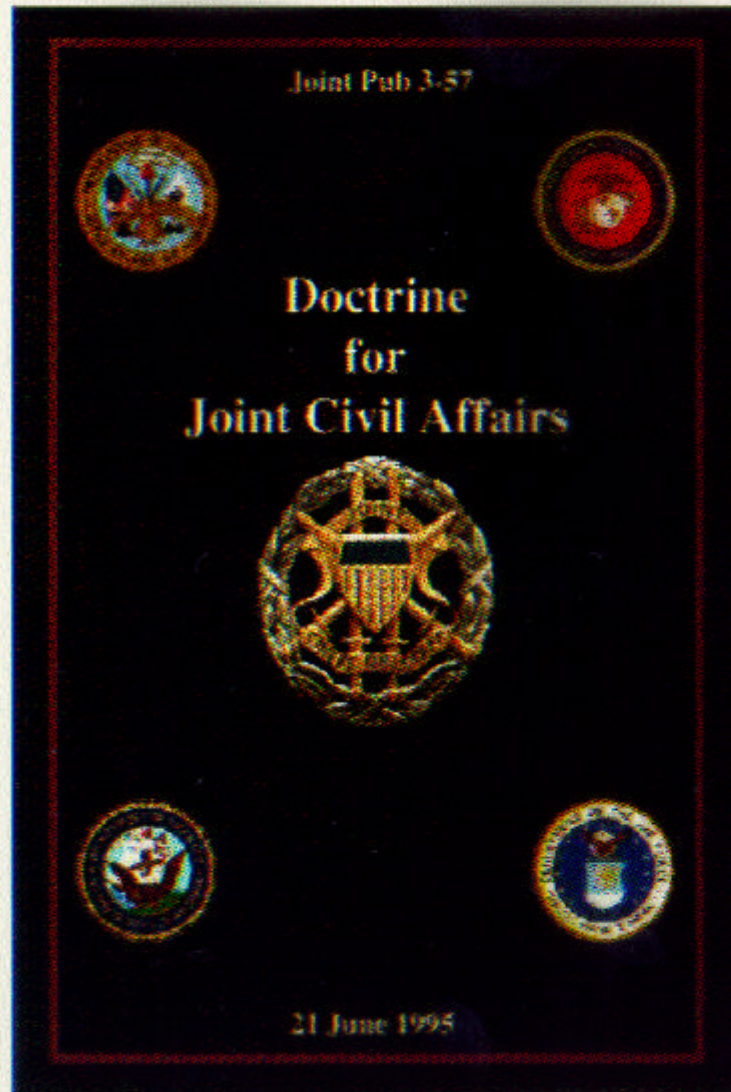
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Joint Pub 3-57 “does not meet the needs of the warfighters. The joint community has stated that there is a critical void in doctrine for civil-military operations (CMO). The publication does not contain sufficient guidance to be useful at the operational level by joint force commanders and staffs to plan, coordinate, and execute joint CMO or conduct civil affairs activities in support of joint operations.”



Summary of What 3-57 Failed to Address

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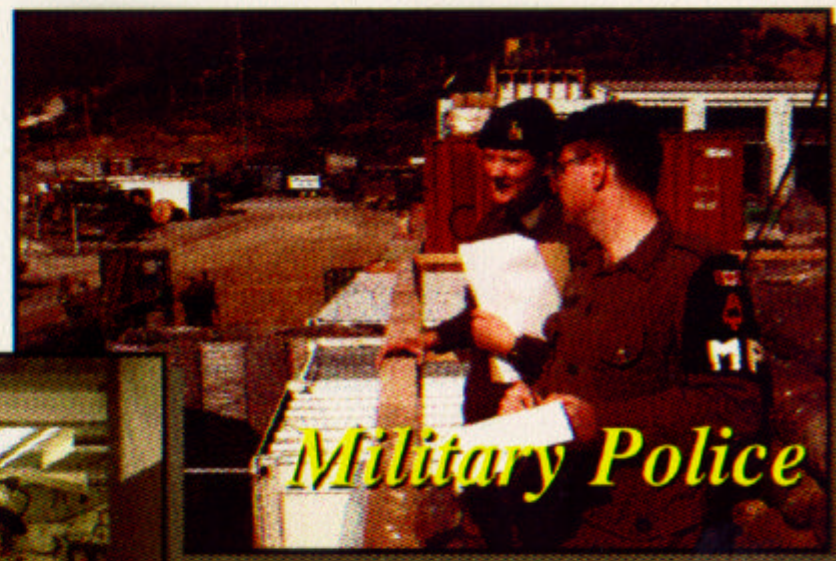


- **Interagency Coordination**
- **Multinational/combined ops**
- **CMOCs**
- **New mission: Consequence Management**
- **Focus on Civil Military Operations, not solely the CA Force and Tasks**
- **All Services Perspective**
- **Other major players, who they are and what THEY do: *Engineer, Medical, Military Police* forces**



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The New Focus

The New 3-57 Will Provide Guidance On:

- The overarching Civil Military Operations concept
- Integrating with multinationals
- Effective Interagency coordination
- Effective CMOC utilization
- C2 of Civil Affairs
- Joint ops and joint CA ops
- Roles and importance of other specialties, e.g. MP, Med, Engr.
- New mission: Consequence Management



The New Focus

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Joint Pub 3-57

Civil- Military Operations (CMO)



Doctrine on the
Overarching
Mission to
include Civil
Affairs As A
Key Player



Coordinating CA Doctrine/Policy Actions for CY 98

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Joint Doctrine (CJCS)

- JP 3-57 (CA to CMO)
- Master Training Guide JCMOTF

NATO CIMIC Doctrine

- Functional Planning Guide

NAT'L CA/CIMIC DOCTRINE

- French, British, Canadian

Policy (OSD-SOLIC)

- DOD Directive 2000.13 "Civil Affairs"; 5-year review

Army Doctrine (JFKSWCS)

- FM 41-10 Civil Affairs Operations (2nd Draft)
- FM 100-41 Civil Military Operations (Proposed)